

# OFFICIAL LANGUAGES POSITION DATA

# LANGUES OFFICIELLES - DONNÉES RELATIVES AU POSTE

ACTIVITY - ACTIVITÉ	
<input type="checkbox"/> REVIEW RÉVISION	<input checked="" type="checkbox"/> CREATION CRÉATION
Changes? Changements?	Yes Oui
	No Non
Effective Date Date d'entrée en vigueur	
2017-08-11	

NOTE: Submit with organizational chart and job description.

NOTA: Soumettre avec l'organigramme et la description de tâches.

A POSITION INFORMATION RENSEIGNEMENTS SUR LE POSTE		
Position No. - N° du poste <b>00053210</b>	Coll. Code d'intercl. <b>N1595</b>	Employee Category - Catégorie d'employé <input type="checkbox"/> RM M.r. <input type="checkbox"/> CM M.c. <input checked="" type="checkbox"/> PS Fonct. <input type="checkbox"/> TCE E.c.l.
Position Title - Titre du poste <b>Strategic Policy Strategist</b>		Region <b>HQ</b>
Directorate/Division - Direction/Division <b>DCFP</b>	Branch/District - Sous-direction/District <b>Federal Policing</b>	Section/Detachment - Section/Détachement

Full Civic Address of Position - Adresse municipale complète du poste

**73 Leikin Drive Ottawa Ontario K1A-0R2**

## B LINGUISTIC DATA DONNÉES LINGUISTIQUES

Language Requirements of Position - Exigences linguistiques du poste

- (1) ☐ Bilingual  
Bilingue (2) ☒ English Essential  
Anglais essentiel (3) ☐ French Essential  
Français essentiel (4) ☐ English or French Essential  
Anglais ou français essentiel

### STAFFING INDICATOR - INDICATEUR DE DOTATION

- ☐ Imperative Staffing Indicator (PRIORITY I)  
Indicateur de dotation impérative (PRIORITÉ I)  
(Must meet requirements at the time of staffing)  
(Doit satisfaire aux exigences linguistiques lors de la nomination)

- ☐ For Members only (PRIORITY IS)  
Pour les membres seulement (PRIORITÉ IS)  
(Code 5 in HRMIS)  
(Code 5 dans le SIGRH)

- (1) ☐ Special Skills  
Connaissances spéciales

- (3) ☐ Indispensable Bilingual Position  
Poste bilingue indispensable

- ☒ Non-imperative Staffing (PRIORITY II)  
Dotation non impérative (PRIORITÉ II)  
(Field left blank in HRMIS)  
(Champ laissé en blanc dans le SIGRH)

- (2) ☐ Significant Operational Impact  
Portée opérationnelle

- (4) ☐ Specified Period Appointment  
Nomination pour une période déterminée

LINGUISTIC PROFILE - PROFIL LINGUISTIQUE					
English - Anglais			French - Français		
R - L	W - E	OI - IO	R - L	W - E	OI - IO

OL Use Only - Réservé aux LO
Office Code - Code de bureau
9504

### COMMUNICATION REQUIREMENTS - EXIGENCES DE COMMUNICATION

Not Required Both Eng. and Fr.	0 Non requis Anglais et français	1 Anglais seulement	2 Français seulement	3 Français seulement	4 Anglais ou français	Service to Public Service au public	Personal Services Services pers.	Central Service Service central	Supervision	Grievance - Grief	Other - Autre
						2	2	2	0	0	2

Justification

This position has no interaction with the public nor does it have any other position reporting to it. The OIC of this unit is bilingual.

C AUTHORIZATION AUTORISATION		
Manager's Name and Signature Nom du gestionnaire et signature 	Tel. No. - N° de tél. <b>613-843-4627</b>	Date <b>2017-08-15</b>
Official Languages Coordinator's Name and Signature Nom du coordonnateur aux langues officielles et signature 	Tel. No. - N° de tél.	Date <b>JAN 15 2018</b>

DISTRIBUTION:

1 REGIONAL OFFICIAL LANGUAGES COORDINATOR  
COORDONNATEUR RÉGIONAL AUX LANGUES OFFICIELLES

2 POSITION FILE  
DOSSIER DU POSTE

3 MANAGER  
GESTIONNAIRE

# OFFICIAL LANGUAGES POSITION DATA

# LANGUES OFFICIELLES - DONNÉES RELATIVES AU POSTE

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and job description.

NOTA: Soumettre avec l'organigramme  
et la description de tâches.

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<input type="checkbox"/> REVIEW RÉVISION	<input checked="" type="checkbox"/> CREATION CRÉATION
<input type="checkbox"/> Changes? Changements?	<input checked="" type="checkbox"/> Yes Oui <input type="checkbox"/> No Non
Effective Date Date d'entrée en vigueur <b>2017-08-11</b>	

## A POSITION INFORMATION RENSEIGNEMENTS SUR LE POSTE

Position No. - N° du poste <b>53211</b>	Coll. Code d'intercl. <b>N1595</b>	Employee Category - Catégorie d'employé <input type="checkbox"/> RM M.r. <input type="checkbox"/> CM M.c. <input checked="" type="checkbox"/> PS Foncl. <input type="checkbox"/> TCE E.c.t.
Position Title - Titre du poste <b>Strategic Policy Strategist</b>		Region <b>HQ</b>
Directorate/Division - Direction/Division <b>DCFP</b>	Branch/District - Sous-direction/District <b>Federal Policing</b>	Section/Detachment - Section/Détachement

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(Champ laissé en blanc dans le SIGRH)

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- (4) ☐ Specified Period Appointment  
Nomination pour une période déterminée

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						<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

Justification

This position has no interaction with the public nor does it have any other position reporting to it. The OIC of this unit is bilingual.

## C AUTHORIZATION AUTORISATION

Manager's Name and Signature  
Nom du gestionnaire et signature

Tel. No. - N° de tél.

Date

**Deputy Commr. Federal Policing, Gilles Michaud**

**613-843-4627**

**Dec 17-08-15**

Official Languages Coordinator's Name and Signature  
Nom du coordonnateur aux langues officielles et signature

Tel. No. - N° de tél.

Date

**X**

**JAN 15 2018**

### DISTRIBUTION:

**1 REGIONAL OFFICIAL LANGUAGES COORDINATOR  
COORDONNATEUR RÉGIONAL AUX LANGUES OFFICIELLES**

**2 POSITION FILE  
DOSSIER DU POSTE**

**3 MANAGER  
GESTIONNAIRE**



Royal Canadian  
Mounted Police

Gendarmerie royale  
du Canada

Security Classification/Designation  
Classification/désignation sécuritaire

2017-08-03

D/Commr, Gilles Michaud  
Federal Policing

**Subject: Notification of Classification Decision**

As per your request, the following positions have been created as below:

New Position Title:	Senior Policy Strategist
Position Number:	53210, 53211
Group & Level:	EC-07
Report to:	Deputy Commissioner, Federal Policing
Effective Date:	January 2, 2017
Account Code:	N1595

Please note that in order to conclude the creation of this position, the following forms must be completed and approved by the respective program areas as soon as possible to ensure position management information is complete in HRMIS:

<b>Form No</b>	<b>Form Title</b>	<b>Contact Name</b>
3399	Official Languages Position Data	Micheline Harvey <a href="mailto:OL_LO_HQ_SLE@rcmp-grc.gc.ca">OL_LO_HQ_SLE@rcmp-grc.gc.ca</a>
2338	Position Security/Reliability Requirement	Julie Robinson <a href="mailto:PersonnelSecurityUnit_NHQ@rcmp-grc.gc.ca">PersonnelSecurityUnit_NHQ@rcmp-grc.gc.ca</a>

Please let me know should you have any questions.

Ivana Molnar  
Manager, Organization & Classification

cc: Sean McGillis  
Supt. Andris Zarins  
FP HR Support



### POSITION SECURITY/RELIABILITY REQUIREMENT

☒ New position ☐ Existing position ☐ Upgrade ☐ Downgrade ☒ No change

Job Title Strategic Policy Strategist	Division HQ	Sub-division/Branch Federal Policing
Account No. N1595	Position No. 00053210	Detachment/Unit Federal Policing DCFP

This position requires a level of (select one of the following):

☐ **RCMP RELIABILITY STATUS**

Minimum level required to access RCMP protected information (i.e. Protected A, B, or C). Prerequisite to obtaining a security clearance. May deal with information that is sensitive to extremely sensitive but of non-national interest.

☐ **SECRET**

Required to access confidential or secret information, systems, assets or facilities. May deal with information whose unauthorized disclosure could reasonably be expected to cause serious injury to the national interest.

☒ **TOP SECRET**

Required to access top secret information, systems, assets or facilities. May deal with information whose unauthorized disclosure could reasonably be expected to cause exceptionally grave injury to the national interest.

Note: Aggregation of sensitive information could impact the position security requirement. i.e. Being exposed to an abundant amount of Secret information. If compromised in whole or part the unauthorized use or disclosure of the Secret information could be expected to cause extremely grave injury to the national interest. Therefore the position would be assigned a Top Secret level.

Provide rationale for the requested level.

The incumbent of this new position will be dealing, on a daily basis, with very sensitive information. The incumbent will be attending meetings where TOP SECRET information/documents are reviewed.

Similar position also at TS level. ok to sign. VR

UNIT COMMANDER		
Name acting Dr Commr. Federal Policing, Gilles Michaud	Signature 	Date 2017-08-15
Address 73 Leikin Drive Ottawa, Ontario K1A-0R2		
REGIONAL SECURITY OFFICE		
Name MYRKA COULOMBE CDSS Manager	Signature 	Date 2017-09-12

ENTERED ON HRMIS

☐ Yes ☐ No (Provide reason) →

DISTRIBUTION: 1 Original to Position File 2 Approved copy returned to Unit Commander



Royal Canadian Mounted Police Gendarmerie royale du Canada

Formulaire disponible en français.

### POSITION SECURITY/RELIABILITY REQUIREMENT

☒ New position ☐ Existing position ☐ Upgrade ☐ Downgrade ☒ No change

Job Title Strategic Policy Strategist		Division HQ	Sub-division/Branch Federal Policing
Account No. N1595	Position No. 00053211	Detachment/Unit Federal Policing DCFP	

This position requires a level of (select one of the following):

- ☐ **RCMP RELIABILITY STATUS** Minimum level required to access RCMP protected information (i.e. Protected A, B, or C). Prerequisite to obtaining a security clearance. May deal with information that is sensitive to extremely sensitive but of non-national interest.
- ☐ **SECRET** Required to access confidential or secret information, systems, assets or facilities. May deal with information whose unauthorized disclosure could reasonably be expected to cause serious injury to the national interest.
- ☒ **TOP SECRET** Required to access top secret information, systems, assets or facilities. May deal with information whose unauthorized disclosure could reasonably be expected to cause exceptionally grave injury to the national interest.

Note: Aggregation of sensitive information could impact the position security requirement, i.e. Being exposed to an abundant amount of Secret information. If compromised in whole or part the unauthorized use or disclosure of the Secret information could be expected to cause extremely grave injury to the national interest. Therefore the position would be assigned a Top Secret level.

Provide rationale for the requested level.

The incumbent of this new position will be dealing, on a daily basis, with very sensitive information. The incumbent will be attending meetings where TOP SECRET information/documents are reviewed.

Similar position also at TS level. ok to sign. VR

UNIT COMMANDER

Name: *acting Bell* Signature: *[Signature]* Date: *2017-08-15*  
D/Commr. Federal Policing, Gilles Michaud

Address:  
73 Leikin Drive Ottawa, Ontario K1A-0R2

REGIONAL SECURITY OFFICE

Name: *MYRKA COULOMBE* Signature: *[Signature]* Date: *2017-09-12*  
*COSS Manager*

ENTERED ON HRMIS

☐ Yes ☐ No (Provide reason) →

DISTRIBUTION: 1 Original to Position File 2 Approved copy returned to Unit Commander

# Deputy Commissioner Federal Policing / Sous commissaire à la Police fédérale

Last Modified 2017/10/13

Effective date: September 13, 2017

RM: 308  
CM: 194  
PS: 275  
Total: 777

Total pre-realignment count.

RM: 321  
CM: 197  
PS: 360  
Total: 878

Total Re-alignment count

Deputy's Office  
RM: 07  
CM: 09  
PS: 05  
Total: 12

+4  
Increase in establishment

Total Increase to establishment : 102 positions (Includes Witness Protection proposal)

Positions excluded from the Federal Policing re-engineered count:

- 1 CPA "IMLAS" Training
- 7.33 CPA "IMLAS" Finance & Benefits
- 1 CPA Knowledge Management
- 10 CPA JARC
- 4 Director Police Ops Office
- 19 EIC
- 7 SPM
- 3 CPM Staffing
- 3 Warehouse
- 162 RPD "TEEC" Deployments

Total : 256.33

RM: 17  
CM: 9  
PS: 28  
Total: 54  
CPA

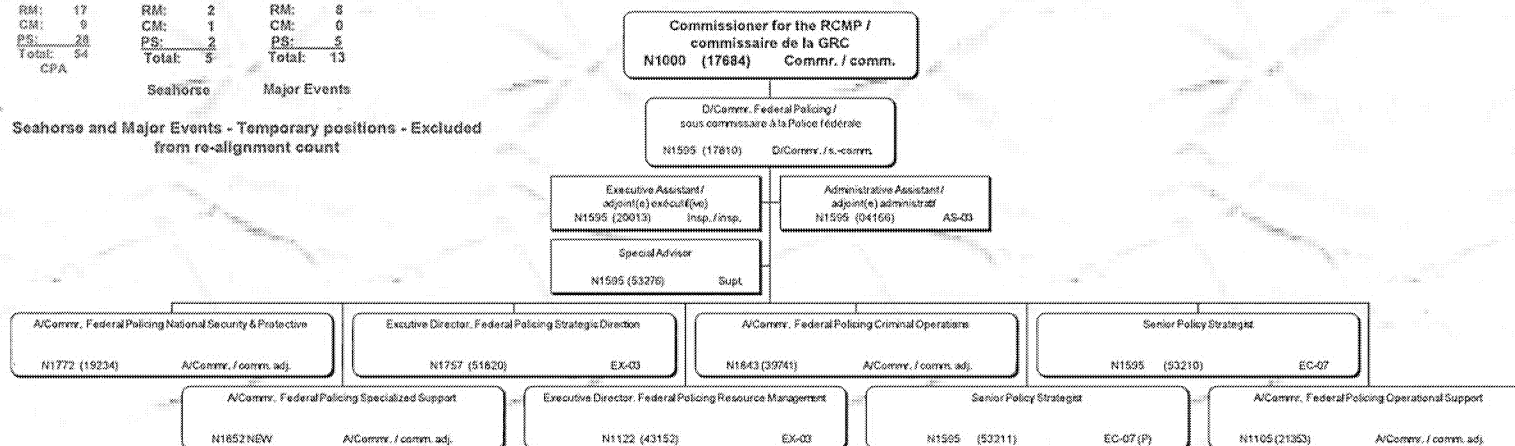
RM: 2  
CM: 1  
PS: 2  
Total: 5

Seahorse

RM: 8  
CM: 0  
PS: 5  
Total: 13

Major Events

Seahorse and Major Events - Temporary positions - Excluded from re-alignment count



\*(2) NEW EC-07 positions: Increase to establishment  
\*NEW A/Commr. position # 39741: Increase to establishment  
EX-03, position #43152 re-classification from EX-02 to EX-03  
NEW Supt position - Shadowbox for SPS-EX-01, position #18959  
NEW A/Commr. CPSS: Increase to establishment

Recommended by:  
Recommandé par:

Gilles Michaud  
D/Commr. Federal Policing / s.-comm. de la Police fédérale

Date: 2017-10-13

Approved by:  
Approuvé par:

Dan Dubeau  
Acting Commr. for the RCMP / comm. de la GRC

Date:



**Human Resource (HR) Planning/Staffing Strategy**

Integrated human resources planning is the primary basis for assessing and understanding the current and future human resources needs. Please include a copy of your Human Resources (HR) plan OR prepare a rationale outlining your staffing strategy.

☒ Staffing is forecasted

☐ Staffing is not forecasted/emergency basis

**Choice of Staffing Process**

Internal Non-Advertised Other (PSM 4.1.14)

**Position Information**

Position Title <b>Strategic Advisor</b>		Group/Level <b>EC-07</b>	Account Code <b>N1595</b>	Position Number <b>53210</b>	Tenure (i.e. Term, Indeterminate) <b>Indeterminate full time</b>	For Part-Time Hours/Week
Region/Division <b>HQ</b>	Directorate <b>Federal Policing</b>	Branch or District <b>Deputy Commissioner FP</b>			Unit, Detachment or City <b>Ottawa</b>	
Supervisory level	Security Requirements <b>Top Secret</b>	Language Requirements <b>English</b>		Profile <b>Non-Imperative</b>		

Other Requirements (e.g. Medical Certification, Occupational Certification, Driver's Licence, Travel, Shift Work, Isolated Post, Aboriginal Content)

Willingness to work overtime

Willing and able to travel as necessary

EODR Records Office  
Bureau Dossiers du PRCO

NOV 29 2017

REV. 3

**Employee or Candidate Information**

Given name(s) of Employee or Candidate <b>Sharolyn</b>	Surname of Employee or Candidate <b>Higgs</b>	HRMIS <b>000095278</b>
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**Appointment Particulars**

Effective <b>2017-11-30</b>	Date <b>End</b>	<input checked="" type="checkbox"/> Full Time	<input type="checkbox"/> Part-Time	Hours Per Week	<input type="checkbox"/> Shift Work		
Days worked	<input type="checkbox"/> Monday	<input type="checkbox"/> Tuesday	<input type="checkbox"/> Wednesday	<input type="checkbox"/> Thursday	<input type="checkbox"/> Friday	<input type="checkbox"/> Saturday	<input type="checkbox"/> Sunday

**Attestation**

I attest that the job description and position requirements are valid.

Name of Manager <b>D/Commr. Gilles Michaud</b>	Position Title <b>Deputy Commissioner Federal Policing</b>	Telephone No. <b>613-843-4627</b>	Date <b>2017-11-23</b>
Signature 			

**Funding Approval**

☒ I certify that the necessary funds are available. ☐ Funds are anticipated for this position as of:

Name of Delegated Person <b>D/Commr. Gilles Michaud</b>	<input checked="" type="checkbox"/> Section 32 (FAA) <input type="checkbox"/> Section 34 (FAA)	Position Title <b>Deputy Commissioner Federal Policing</b>
Signature 		

Telephone No. <b>613-843-4627</b>	Date <b>2017-11-23</b>
--------------------------------------	---------------------------

# Staffing Strategy / Justification

PROTECTED A  
Once completed

Selection Process No. (completed by staffing office)	Position Title Strategic Advisor	Position Number 53210	Group/Level EC-07
Directorate Federal Policing	Branch or District Deputy Commissioner FP	Unit, Detachment or City Ottawa	

You may use the attached button to provide your staffing (HR) plan.

☐ Attachment included

## Staffing Strategy

What is/are the reason(s) for staffing this position?

**Examples:** Upcoming retirement; Short/long term leave; Vacancies; Need for specific experience, knowledge, ability which you presently lack in your section or unit; Number of positions; Immediate/future needs of your organization; Immediate/future operational requirements.

New position - vacancy.

Need for specific experience related to the Federal Mandate Project. The position will provide deliverables related to SEC decision on the goal to develop a single organizational strategy to allow the RCMP to sustainably deliver on the federal mandate.

**Choice of Process\*** Internal Non-Advertised Other

Provide rationale.

Based on the organizational requirement for specific knowledge on specialized policing services and extensive experience in the development of policy, an internal non-advertised process was selected. The candidate has been acting in the position for several months and was selected by both the Deputy Commissioner Federal Policing and the Deputy Commissioner Specialized Policing Services.

## Area of Selection\*

Provide rationale.

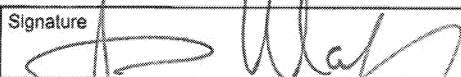
What area of selection was chosen?

**Examples:** Internal advertised process: Persons employed in the RCMP who occupy a position in the National Capital Region;  
External advertised process: Persons residing in Canada and Canadian citizens residing abroad.

Persons employed in the RCMP who occupy a position in the National Capital Region.

## Education Standards

Provide justification only if requirement is higher than the minimum education standard for the applicable occupational group - Refer to the Treasury Board Secretariat Qualification Standards.

Name of the Hiring Manager D/Commr. Gilles Michaud	Signature 	Date 2017-11-23
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\*Elements to consider when choosing a process and an area of selection (if applicable).

Business needs (business planning, location of position(s), retention, transfer or development of skills, career aspirations of employee) Corporate interests of the public service (employment equity, official languages, mobility)

Career aspirations of employees (learning plan, interests of staff, employees most affected are within the area selected)

Accountability (sliding area of selection if pool unknown, large enough to provide sufficient number of qualified candidates, national area of selection)

Position requirements (nature of work, urgency of operational need, geographic location, language requirements)

Labour Market (circumstances to support consideration of one person, sufficient pool of candidates, Employment Equity).



# Assessment

PROTECTED A  
Once completed

## Employee and Position Information

Name of employee Sharolyn Higgs	HRMIS 000095278	Position Number 53210
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Last Appointment/Deployment to Position (Verified with PS Human Resources Advisor)

Group	Level	Effective Date	Method of appointment
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## Assessment of Employee

Using the comment field below, demonstrate through concrete examples how the employee meets the statement of merit criteria.  
(Include Language Requirements, Education, Experience, Knowledge, Abilities, Skills and Personal Suitability).  
If you prefer using an existing document, you may use the attachment button.

☒ Attachment included

I have assessed the qualifications of Sharolyn Higgs, as stated above against the merit criteria, and I attest to the fact that the employee meets all qualifications and conditions of employment of the position (including security requirements). I declare that I am not related to this person, and that the nature of my association, if any, with this person is such that it does not influence my decision.

The employee meets the language requirements

☐ Yes

☐ No

Public Service Official Languages Exclusion Approval Order (PSOLEAO)  
Type of exemption

Name of the Hiring Manager

D/Commr. Gilles Michaud

Position Title

Deputy Commissioner Federal Policing

Telephone No.

613-843-4627

Signature

Date

2017-11-23

**From:** Shelly Borenstein  
**To:** Arena-Thorne, Gena  
**CC:** Burton, Stephanie  
**Date:** 2018/01/19 1:44 PM  
**Subject:** Fwd: Re: Form 3399 ENG Position #00053211 & 53210

Hi Gena,

Were you able to review these files? Please let us know if there is anything we can do to help. The Deputy is very anxious to have the processes completed asap.

Thanks again!  
Shelly

---

**Shelly Borenstein**

Manager, National Program Support | Gestionnaire Programme National de soutien  
Resource Management | Gestion des ressources

Federal Policing / Police fédérale

Royal Canadian Mounted Police | Gendarmerie royale du Canada  
73 Leikin Drive, Mailstop # 149 |  
73 prom. Leikin, Arrêt postal #149  
Ottawa, ON K1A 0R2  
613-843-6328  
Shelly.Borenstein@rcmp-grc.gc.ca

>>> Gena Arena-Thorne 2018/01/17 8:54 AM >>>

Thank you, will get back to you shortly if I need anything else.

Gena Arena-Thorne  
Career Development & Resourcing Officer EODR / Conseillère du perfectionnement professionnel & du renouvellement PRCO  
RCMP / GRC  
73 Leikin Drive / Promenade  
M4-03, Suite 606-03  
Mail Stop /Boîte aux lettres # 41  
Ottawa, ON, K1A 0R2  
Tel / Tél : 613 843-6029  
Fax / Télé : 613 825-0529  
Gena.Arena-Thorne@rcmp-grc.gc.ca

>>> Shelly Borenstein 2018/01/16 2:59 PM >>>  
Good afternoon Gena,

I believe you were waiting for the language profile to be established for the above referenced EC-07 positions. (Please refer to attached)

Please advise what information you still may require to complete these non-advertised appointments.

Thank you.

Shelly

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**Shelly Borenstein**

Manager, National Program Support | Gestionnaire Programme National de soutien  
Resource Management | Gestion des ressources

Federal Policing / Police fédérale

Royal Canadian Mounted Police | Gendarmerie royale du Canada  
73 Leikin Drive, Mailstop # 149 |  
73 prom. Leikin, Arrêt postal #149  
Ottawa, ON K1A 0R2  
613-843-6328  
[Shelly.Borenstein@rcmp-grc.gc.ca](mailto:Shelly.Borenstein@rcmp-grc.gc.ca)

>>> OL\_LO\_HQ\_SLE 2018/01/15 2:46 PM >>>

Good afternoon Shelly,

Please note that OL's recommendation still stands that at least one of the positions should be at least at the level BBB/BBB PRI I. This being said, it is the manager's responsibility to identify his/her section's positions' linguistic profiles by taking into account Official Languages Policy and Official Languages Coordinators' recommendations and guidance. All documentation will be attached to the Official Languages Position Data Form (3399) in case of a grievance to OCOL (the Office of the Commissioner of Official Languages)

You will find attached the approved 3399 forms.

Thank you  
Sheryne

RCMP Official Languages / Langues officielles de la GRC  
73 Leikin Drive, Mailstop #27 / 73 promenade Leikin, boîte postale  
#27

Ottawa, ON K1A 0R2

>>> Shelly Borenstein 2018/01/15 11:29 AM >>>

Hi Sheryne,

Since both positions have no direct reports and are required for our Deputy Commissioner's mandate, we would like the positions to be English essential.

Please let us know if you require additional information.

Thank you!  
Shelly

>>> OL\_LO\_HQ\_SLE 2018/01/12 9:20 AM >>>  
Good morning Shelly,

Please see attached. My colleague made a recommendation back in September 2017. Please advise us on how you would like to proceed.

Thank you  
Sheryne

RCMP Official Languages / Langues officielles de la GRC  
73 Leikin Drive, Mailstop #27 / 73 promenade Leikin, boîte postale  
#27

Ottawa, ON K1A 0R2

>>> Shelly Borenstein 2018/01/11 4:55 PM >>>  
Good afternoon Sheryne,

Could you please advise the information you still require to assign a language profile to both position 53210 and 53211.

Thank you  
Shelly

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Shelly Borenstein

Manager, National Program Support | Gestionnaire Programme National de soutien

Resource Management | Gestion des ressources

Federal Policing / Police fédérale

Royal Canadian Mounted Police | Gendarmerie royale du Canada

73 Leikin Drive, Mailstop # 149 |

73 prom. Leikin, Arrêt postal #149

Ottawa, ON K1A 0R2

613-843-6328

[Shelly.Borenstein@rcmp-grc.gc.ca](mailto:Shelly.Borenstein@rcmp-grc.gc.ca)

>>> OL\_LO\_HQ\_SLE 2017/11/29 10:08 AM >>>

Hi Tracy,

I will await for Shelly Borenstein's response regarding position 53210 - 53211.

Thank you

Sheryne

RCMP Official Languages / Langues officielles de la GRC

73 Leikin Drive, Mailstop #27 / 73 promenade Leikin, boîte postale #27

Ottawa, ON K1A 0R2

>>> Tracy Trottier 2017/11/29 7:54 AM >>>

Good Morning,

My Manager, Shelly Borenstein, provided me with instructions to send these to you. Perhaps Shelly can provide further guidance.

Kind Regards,

Tracy

**Tracy Trottier**

Client Service Specialist / Spécialiste du service à la clientèle

Federal Policing Human Resources / Ressources humaines de la Police fédérale

Resource Management & Administration / Gestion et administration des ressources

Royal Canadian Mounted Police / La Gendarmerie royale du Canada

73 promenade Leikin Dr., MS #149, Ottawa, Ontario, K1A 0R2  
(613) 843-4847

>>> OL\_LO\_HQ\_SLE 2017/11/28 12:59 PM >>>

Hi Tracy,

Please see attached. Can you please advise on how you would like to proceed regarding the recommendation?

Thank you

RCMP Official Languages / Langues officielles de la GRC  
73 Leikin Drive, Mailstop #27 / 73 promenade Leikin, boîte postale  
#27

Ottawa, ON K1A 0R2

>>> Tracy Trottier 2017/11/27 2:35 PM >>>

Good Afternoon,

Please find attached Form 3399 (ENG) for position #00053211.  
Please also find attached the signed ORG CHART.

Kind Regards,  
Tracy

**Tracy Trottier**

Client Service Specialist / Spécialiste du service à la clientèle

Federal Policing Human Resources / Ressources humaines de la Police fédérale  
Resource Management & Administration / Gestion et administration des ressources  
Royal Canadian Mounted Police / La Gendarmerie royale du Canada

73 promenade Leikin Dr., MS #149, Ottawa, Ontario, K1A 0R2  
(613) 843-4847

**OFFICIAL LANGUAGES  
POSITION DATA**

**LANGUES OFFICIELLES - DONNÉES  
RELATIVES AU POSTE**

NOTE: Submit with organizational chart  
and job description.

NOTA: Soumettre avec l'organigramme  
et la description de tâches.

ACTIVITY - ACTIVITÉ	
<input type="checkbox"/> REVIEW RÉVISION	<input checked="" type="checkbox"/> CREATION CRÉATION
Changes? <input checked="" type="checkbox"/> Changements? <input checked="" type="checkbox"/>	Yes <input type="checkbox"/> Oui <input type="checkbox"/> No <input type="checkbox"/>
Effective Date Date d'entrée en vigueur <b>2017-08-11</b>	

A POSITION INFORMATION RENSEIGNEMENTS SUR LE POSTE		
Position No. - N° du poste <b>00053210</b>	Coll. Code d'intérel <b>N1595</b>	Employee Category - Catégorie d'employé <input type="checkbox"/> RM M.T. <input type="checkbox"/> CM M.C. <input checked="" type="checkbox"/> PS Fonct. <input type="checkbox"/> TCE E.C.T.
Position Title - Titre du poste <b>Strategic Policy Strategist</b>		Region <b>HQ</b>
Directorate/Division - Direction/Division <b>DCFP</b>	Branch/District - Sous-direction/District <b>Federal Policing</b>	Section/Detachment - Section/Détachement

Full Civic Address of Position - Adresse municipale complète du poste

**73 Leikin Drive Ottawa Ontario K1A-0R2**

B LINGUISTIC DATA DONNÉES LINGUISTIQUES	
Language Requirements of Position - Exigences linguistiques du poste	
(1) <input type="checkbox"/> Bilingual Bilingue	(2) <input checked="" type="checkbox"/> English Essential Anglais essentiel
(3) <input type="checkbox"/> French Essential Français essentiel	(4) <input type="checkbox"/> English or French Essential Anglais ou français essentiel

STAFFING INDICATOR - INDICATEUR DE DOTATION	
<input type="checkbox"/> Imperative Staffing Indicator (PRIORITY I) Indicateur de dotation impérative (PRIORITÉ I) (Must meet requirements at the time of staffing) (Doit satisfaire aux exigences linguistiques lors de la nomination)	<input type="checkbox"/> For Members only (PRIORITY IS) Pour les membres seulement (PRIORITÉ IS) (Code 5 in HRMIS) (Code 5 dans le SIGRH)
(1) <input type="checkbox"/> Special Skills Connaissances spéciales	(3) <input type="checkbox"/> Indispensable Bilingual Position Poste bilingue indispensable
(2) <input type="checkbox"/> Significant Operational Impact Portée opérationnelle	(4) <input type="checkbox"/> Specified Period Appointment Nomination pour une période déterminée
<input checked="" type="checkbox"/> Non-imperative Staffing (PRIORITY II) Dotation non impérative (PRIORITÉ II) (Field left blank in HRMIS) (Champ laissé en blanc dans le SIGRH)	

LINGUISTIC PROFILE - PROFIL LINGUISTIQUE					
English - Anglais			French - Français		
R - L	W - E	OI - IO	R - L	W - E	OI - IO

OL Use Only - Réserve aux LO
Office Code - Code de bureau
<b>9534</b>

COMMUNICATION REQUIREMENTS - EXIGENCES DE COMMUNICATION							
Not Required Both Eng. and Fr.	0 Non requis 1 Anglais et français	Service to Public Service au public	Personal Services Services pers.	Central Service Service central	Supervision	Grievance - Grief	Other - Autre
English Only	2 Anglais seulement						
French Only	3 Français seulement						
English or French	4 Anglais ou français	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

Justification

This position has no interaction with the public nor does it have any other position reporting to it. The OIC of this unit is bilingual.

C AUTHORIZATION AUTORISATION	
Manager's Name and Signature Nom du gestionnaire et signature 	Tel. No. - N° de tél. <b>613-843-4627</b>
Official Languages Coordinator's Name and Signature Nom du coordonnateur aux langues officielles et signature 	Date <b>2017-08-15</b>
	Date <b>JAN 15 2018</b>

DISTRIBUTION: **1** REGIONAL OFFICIAL LANGUAGES COORDINATOR  
COORDONNATEUR RÉGIONAL AUX LANGUES OFFICIELLES **2** POSITION FILE  
DOSSIER DU POSTE **3** MANAGER  
GESTIONNAIRE

## Statement of Merit Criteria and Conditions of Employment / Énoncé des critères de mérite et des conditions d'emploi

Position Title / Titre du poste :	Strategic Advisor / Conseiller stratégique
Position Number / Numéro du poste :	53210 / 53211
Classification :	EC-07
Sub-Organization / Sous-organisation :	Federal Policing / Police fédérale
Federal Organization / Organisation fédérale :	Royal Canadian Mounted Police / Gendarmerie royale du Canada
Location / Endroit :	Ottawa, Ontario / Ottawa (Ontario)

Essential Qualifications	Qualifications essentielles
Education	Études
Graduation with a degree from a recognized post-secondary institution with acceptable specialization in economics, sociology or statistics.	Un grade d'un établissement d'enseignement postsecondaire reconnu avec spécialisation acceptable en économie, en sociologie ou en statistique.
Experience	Expérience
Experience in representing a department to other departments, agencies, levels of government or third-party stakeholder organizations.	Expérience de la représentation d'un ministère auprès d'autres ministères, organismes ou ordres de gouvernement ou d'autres organismes tiers d'intervenants.
*Significant experience in at least three (3) of the following: conducting research, identifying strategic issues, developing policy advice and providing recommendations to senior management (Director-General level or above) on complex issues.	Expérience appréciable* dans au moins trois (3) des domaines suivants : réalisation de recherches; définition d'enjeux stratégiques; formulation de conseils stratégiques; présentation de recommandations à la haute direction (niveau du directeur général ou niveaux supérieurs) sur des questions complexes.
*Significant experience in carrying out research projects and analyses or developing government strategies, policies or programs.	Expérience appréciable* de la réalisation de projets de recherche et d'analyses, ou de l'élaboration de stratégies, de politiques ou de programmes gouvernementaux.
*Significant experience in drafting comprehensive briefing material (such as reports, briefing notes, presentations, ministerial Cabinet documents) for senior	Expérience appréciable* de la rédaction de documents d'information exhaustifs (rapports, notes d'information, présentations, documents ministériels à l'intention du Cabinet) pour des



officials (Director-General level or above).	cadres supérieurs (niveau du directeur général ou niveaux supérieurs).
NOTE:  <i>* Significant experience is defined as experience in which the depth and scope correspond to the full-time execution of functions for a period of at least two (2) years.</i>	NOTA :  <i>*On entend par « expérience appréciable » une expérience dont l'étendue et la richesse correspondent à l'exécution à temps plein des fonctions décrites pendant une période d'au moins deux (2) ans.</i>
<b>Knowledge</b>	<b>Connaissances</b>
Knowledge of social science and policy research analysis methodologies, techniques, theories and practices related to national security, protective policing, criminal intelligence and/or critical infrastructure issues.	Connaissance des méthodologies, des techniques, des théories et des pratiques de recherche en politiques et en sciences sociales pour ce qui est de la sécurité nationale, de la police de protection, du renseignement criminel et/ou des enjeux liés aux infrastructures essentielles.
Knowledge of the RCMP (may include, but not limited to, strategic priorities, policies, partners and key challenges affecting the RCMP) in order to provide advice on the development of strategic policy options.	Connaissance de la GRC (ce qui peut comprendre, sans toutefois s'y limiter, les priorités stratégiques, les politiques, les partenaires et les grands défis touchant la GRC) afin de fournir des conseils sur l'élaboration d'options stratégiques en matière de politiques stratégiques.
Knowledge of federal systems of governance, the machinery of government and decision-making frameworks, including policy development and Cabinet decision making.	Connaissance du système fédéral de gouvernance, des rouages du gouvernement et des cadres décisionnels, y compris l'élaboration de politiques et le processus décisionnel du Cabinet.
<b>Abilities</b>	<b>Capacités</b>
Ability to think conceptually and to apply theoretical knowledge to applied research related to national security, protective policing, criminal intelligence and/or critical infrastructure issues.	Capacité de réfléchir de façon conceptuelle et d'appliquer des connaissances théoriques à des recherches appliquées concernant la sécurité nationale, la police de protection, le renseignement criminel et/ou les enjeux liés aux infrastructures essentielles.

Ability to synthesize complex information and formulate recommendations.	Capacité de résumer des renseignements complexes et de formuler des recommandations.
Ability to communicate effectively orally.	Capacité de communiquer efficacement de vive voix.
Ability to communicate effectively in writing.	Capacité de communiquer efficacement par écrit.
<b>Personal Suitability</b>	
Effective Interpersonal Skills	Entregent
Initiative	Esprit d'initiative
Judgement	Jugement
<b>Official Language Proficiency</b>	<b>Exigences linguistiques</b>
English essential	Anglais essentiel
<b>Asset Qualifications</b>	<b>Qualifications constituant un atout</b>
Master's degree from a recognized university	Diplôme de maîtrise décerné par une université reconnue
Operational experience in analyzing, investigating or responding to financial crime, serious and organized crime, cybercrime or cyber incidents or employing digital investigative tools.	Expérience opérationnelle de l'analyse de crimes financiers, de crimes graves, du crime organisé, de la cybercriminalité ou de cyberincidents, ainsi que de la réalisation d'enquêtes et d'interventions à cet égard, ou de l'utilisation d'outils d'enquête numériques.
<b>Operational Requirements</b>	<b>Exigences opérationnelles</b>
Willingness to work overtime.	Consentir à faire des heures supplémentaires.
Willing and able to travel as necessary.	Consentir à voyager au besoin, et être en mesure de le faire.
<b>Organizational Needs</b>	<b>Besoins organisationnels</b>
N/A	S. O.

Conditions of Employment	Conditions d'emploi
Security Clearance: Top Secret	Fiabilité et sécurité : Cote de sécurité de niveau Très Secret

Version November 30th, 2017

**From:** <CFP.NePasRepondre-Priorite-Priority-DoNotReply.PSC@cfp-psc.gc.ca>  
**To:** <Gena.Arena-Thorne@rcmp-grc.gc.ca>  
**Date:** 2018/02/05 9:54 AM  
**Subject:** E1817R39202 - RCM - EC07 - ON - Clearance Granted

Request Type 6 (Priority Referral Feedback) - NO Priority Appointment

The following clearance number is provided for your records. No other confirmation will be sent.

Request Number: E1817R39202  
Position Number(s): 53210, 53211  
Clearance Number: 268764994  
Occupational Group / level: EC-07

Please note that the priority clearance number issued above is only valid for the number of position(s) originally identified in the request. Once a clearance number has been issued for a request, it is not possible to increase the number of positions (add more positions) through an update.

If position and/or selection process numbers change after submitting this request, you must go back and update them even if clearance has been issued.

Should you need to staff more positions; you will need to submit another request for priority clearance to the PSC. The PSC will monitor the organization's priority searches and its assessments of priority persons. The PSC may at any time intervene and may suspend or revoke clearance.

#### NOTES ABOUT PRIORITY CLEARANCE

- Priority persons not identified for referral from the inventory may occasionally self-identify to the organization and must then be accorded full priority consideration.
- Although the PSC will not normally refer other priority persons in relation to this request, it may do so to correct problems, deal with significant workforce adjustment or respond to other exceptional circumstances.

#### PSC MONITORING:

- The PSC will monitor the organization's priority searches and its assessments of priority persons. The PSC may intervene at any time to identify problems, provide guidance, and take corrective action. If necessary, the PSC will suspend or revoke clearance numbers.
- Retain this e-mail, along with a complete record of the organization's contacts with each priority person and the assessment results, on the relevant staffing file(s).

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## GC (Government of Canada) Jobs

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# Notification of Consideration

[Share this page](#)**Non-advertised process**

Strategic Advisor (EC-07)

17-RCM-INA-N-N-OTT-FP-71276

Royal Canadian Mounted Police - Federal Policing

Ottawa (Ontario)

**Name of person being considered:** Sharolyn Higgs

Promotional appointment

**Duration:** Indeterminate**Date of notification:** 2018-02-13**End date of waiting period:** 2018-02-20

## You may request an informal discussion if you are within the following area of selection

Persons employed within the Royal Canadian Mounted Police occupying a position in the National Capital Region.

## The following criteria was used to select the considered person

### Essential qualifications

English essential

**Education:**

Graduation with a degree from a recognized post-secondary institution with acceptable specialization in economics, sociology or statistics.

**Experience:**

Experience in representing a department to other departments, agencies, levels of government or third-party stakeholder organizations.

\*Significant experience in at least three (3) of the following: conducting research, identifying strategic issues, developing policy advice and providing recommendations to senior management (Director-General level or above) on complex issues.

\*Significant experience in carrying out research projects and analyses or developing government strategies, policies or programs.

\*Significant experience in drafting comprehensive briefing material (such as reports, briefing notes, presentations, ministerial Cabinet documents) for senior officials (Director-General level or above).

**NOTE:**

\* Significant experience is defined as experience in which the depth and scope correspond to the full-time execution of functions for a period of at least two (2) years.

**Knowledge:**

Knowledge of social science and policy research analysis methodologies, techniques, theories and practices related to national security, protective policing, criminal intelligence and/or critical infrastructure issues.

Knowledge of the RCMP (may include, but not limited to, strategic priorities, policies, partners and key challenges affecting the RCMP) in order to provide advice on the development of strategic policy options.

Knowledge of federal systems of governance, the machinery of government and decision-making frameworks, including policy development and Cabinet decision making.

**Abilities:**

Ability to think conceptually and to apply theoretical knowledge to applied research related to national security, protective policing, criminal intelligence and/or critical infrastructure issues.

Ability to synthesize complex information and formulate recommendations.

Ability to communicate effectively orally.

Ability to communicate effectively in writing.

**Personal Suitability:**

Effective Interpersonal Skills

Initiative

Judgement

## Other qualifications

Asset Qualifications:

Education:

Master's degree from a recognized university.

Experience:

Operational experience in analyzing, investigating or responding to financial crime, serious and organized crime, cybercrime or cyber incidents or employing digital investigative tools.

## Contact information

**You must communicate with the contact person prior to the end date of the waiting period 2018-02-20.**

**Sean McGillis**

[Sean.McGillis@rcmp-grc.gc.ca](mailto:Sean.McGillis@rcmp-grc.gc.ca)

**Date modified:**

2017-10-12

Gouvernement  
du CanadaGovernment  
of Canada

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## Emplois GC (Gouvernement du Canada)

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# Notification de candidature retenue

**Processus non annoncé**

Conseiller stratégique (EC-07)

17-RCM-INA-N-N-OTT-FP-71276

Gendarmerie royale du Canada - Police fédérale

Ottawa (Ontario)

**Nom de la personne retenue :** Sharolyn Higgs

Nomination constituant une promotion

**Durée :** Indéterminée**Date de la notification :** 2018-02-13**Date de clôture de la période d'attente :** 2018-02-20

**Vous pouvez demander la tenue d'une discussion informelle, si vous êtes dans la zone de sélection suivante**

Personnes employées au sein de la Gendarmerie royale du Canada qui occupent un poste dans la région de la Capitale nationale.

**Les critères ci-dessous ont été utilisés afin de sélectionner la personne retenue**

## Qualifications essentielles

Anglais essentiel



**Études :**

Un grade d'un établissement d'enseignement postsecondaire reconnu avec spécialisation acceptable en économie, en sociologie ou en statistique.

**Expérience :**

Expérience de la représentation d'un ministère auprès d'autres ministères, organismes ou ordres de gouvernement ou d'autres organismes tiers d'intervenants.

Expérience appréciable\* dans au moins trois (3) des domaines suivants : réalisation de recherches; définition d'enjeux stratégiques; formulation de conseils stratégiques; présentation de recommandations à la haute direction (niveau du directeur général ou niveaux supérieurs) sur des questions complexes.

Expérience appréciable\* de la réalisation de projets de recherche et d'analyses, ou de l'élaboration de stratégies, de politiques ou de programmes gouvernementaux.

Expérience appréciable\* de la rédaction de documents d'information exhaustifs (rapports, notes d'information, présentations, documents ministériels à l'intention du Cabinet) pour des cadres supérieurs (niveau du directeur général ou niveaux supérieurs).

**NOTA :**

\*On entend par « expérience appréciable » une expérience dont l'étendue et la richesse correspondent à l'exécution à temps plein des fonctions décrites pendant une période d'au moins deux (2) ans.

**Connaissances :**

Connaissance des méthodologies, des techniques, des théories et des pratiques de recherche en politiques et en sciences sociales pour ce qui est de la sécurité nationale, de la police de protection, du renseignement criminel et/ou des enjeux liés aux infrastructures essentielles.

Connaissance de la GRC (ce qui peut comprendre, sans toutefois s'y limiter, les priorités stratégiques, les politiques, les partenaires et les grands défis touchant la GRC) afin de fournir des conseils sur l'élaboration d'options stratégiques en matière de politiques stratégiques.

Connaissance du système fédéral de gouvernance, des rouages du gouvernement et des cadres décisionnels, y compris l'élaboration de politiques et le processus décisionnel du Cabinet.

**Capacités :**

Capacité de réfléchir de façon conceptuelle et d'appliquer des connaissances théoriques à des recherches appliquées concernant la sécurité nationale, la police de protection, le renseignement criminel et/ou les enjeux liés aux infrastructures essentielles.

Capacité de résumer des renseignements complexes et de formuler des

recommandations.

Capacité de communiquer efficacement de vive voix.

Capacité de communiquer efficacement par écrit.

Qualités personnelles :

Entregent

Esprit d'initiative

Jugement

## **Autres qualifications**

Qualifications constituant un atout :

Études :

Diplôme de maîtrise décerné par une université reconnue.

Expérience :

Expérience opérationnelle de l'analyse de crimes financiers, de crimes graves, du crime organisé, de la cybercriminalité ou de cyberincidents, ainsi que de la réalisation d'enquêtes et d'interventions à cet égard, ou de l'utilisation d'outils d'enquête numériques.

## **Personnes-ressources**

**Vous devez communiquer avec la personne-ressource avant la date de clôture de la période d'attente 2018-02-20.**

**Sean McGillis**

[Sean.McGillis@rcmp-grc.gc.ca](mailto:Sean.McGillis@rcmp-grc.gc.ca)

**Date de modification :**

2017-10-12

## Gena Arena-Thorne - Recommended page from GC Jobs

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**From:** Gena Arena-Thorne  
**To:** McGillis, Sean  
**Subject:** Recommended page from GC Jobs

---

The following page may be of interest to you: Strategic Advisor

<https://emploisfp-psjobs.cfp-psc.gc.ca/psrs-srfp/applicant/page1800?poster=1128192&from=email>

NOC for Sharolyn, you may want to notify her.

**From:** Gena Arena-Thorne  
**To:** McGillis, Sean  
**Subject:** Re: First Notification for Sharolyn Higgs

>>> Sean McGillis 2018/02/13 10:04 AM >>>

OK. Please post. We will need to put acting in place for both of them to ensure that they are properly compensated for the work that they have been directed to do by 2 deputies.

Ivana will create a CM box by end of day so we can also do the same for Adriana.

Sean

>>> Gena Arena-Thorne 2018/02/13 10:01 AM >>>

Sean an appointment cannot be back dated. However, if she was performing the duties of the position (keeping in mind the creation date of the position I believe it was September 12th, 2017) then you can have her acting.

The start date will be affected by the date on the first Notification, so I suggest posting as soon as possible, since her start date can only take place once the first period ends.

Please let me know.

Gena Arena-Thorne  
Career Development & Resourcing Officer EODR / Conseillère du perfectionnement professionnel & du renouvellement PRCO  
RCMP / GRC  
73 Leikin Drive / Promenade  
M4-03, Suite 606-03  
Mail Stop / Boîte aux lettres # 41  
Ottawa, ON, K1A 0R2  
Tel / Tél : 613 843-6029  
Fax / Télé : 613 825-0529  
[Gena.Arena-Thorne@rcmp-grc.gc.ca](mailto:Gena.Arena-Thorne@rcmp-grc.gc.ca)

>>> Sean McGillis 2018/02/13 9:49 AM >>>

looks good. we need to back date the effective date to I believe April 1. I will confirm . Does that need to be reflected in the notice or simply on the letter of offer?

S

>>> Gena Arena-Thorne 2018/02/11 11:10 AM >>>

Good morning Sean, I have enclosed a draft Notification of Consideration for Sharolyn's appointment, for your review and approval.

I put your name as the contact point is this correct?

Also if the dates are correct what is the appointment date that I can indicated on the offer, should it be the 19th of February? We can discuss.

Let me know asap, so I can post, I dated it for tomorrow.

Gena Arena-Thorne  
Career Development & Resourcing Officer EODR / Conseillère du perfectionnement professionnel & du  
renouvellement PRCO  
RCMP / GRC  
73 Leikin Drive / Promenade  
M4-03, Suite 606-03  
Mail Stop /Boîte aux lettres # 41  
Ottawa, ON, K1A 0R2  
Tel / Tél : 613 843-6029  
Fax / Télé : 613 825-0529  
[Gena.Arena-Thorne@rcmp-grc.gc.ca](mailto:Gena.Arena-Thorne@rcmp-grc.gc.ca)

**From:** Gena Arena-Thorne  
**To:** McGillis, Sean  
**CC:** Arena-Thorne, Gena  
**Date:** 2018/02/11 11:10 AM  
**Subject:** First Notification for Sharolyn Higgs  
**Attachments:** SKM\_454e19021212130\_1.pdf

Good morning Sean, I have enclosed a draft Notification of Consideration for Sharolyn's appointment, for your review and approval.

I put your name as the contact point is this correct?

Also if the dates are correct what is the appointment date that I can indicated on the offer, should it be the 19th of February? We can discuss.

Let me know asap, so I can post, I dated it for tomorrow.

Gena Arena-Thorne  
Career Development & Resourcing Officer EODR / Conseillère du perfectionnement professionnel & du renouvellement PRCO  
RCMP / GRC  
73 Leikin Drive / Promenade  
M4-03, Suite 606-03  
Mail Stop /Boîte aux lettres # 41  
Ottawa, ON, K1A 0R2  
Tel / Tél : 613 843-6029  
Fax / Télé : 613 825-0529  
Gena.Arena-Thorne@rcmp-grc.gc.ca

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# Public Service Resourcing System

[Logout](#)**Create NoC (Notification of  
Consideration)  
Essential information**[Position information](#)[Work location](#)[Classification](#)[Candidate information](#)[Dates](#)[Type of appointment](#)[Area of selection](#)[Statement of merit  
criteria](#)[Contact information](#)**Manage NoC  
(Notification of  
Consideration)**[Note to file](#)[Trustee management](#)[Publish notification](#)[Manage selection  
process](#)

## Notification of Consideration

**Non-advertised process**

Strategic Advisor (EC-07)

17-RCM-INA-N-N-OTT-FP-71276

Royal Canadian Mounted Police - Federal  
Policing  
Ottawa (Ontario)**Name of person being considered:**

Sharolyn Higgs

Promotional appointment

**Duration:** Indeterminate**Date of notification:** 2018-02-12**End date of waiting period:** 2018-02-16

**You may request an  
informal discussion if  
you are within the  
following area of  
selection**

Persons employed within the Royal Canadian Mounted Police occupying a position in the National Capital Region.

## **The following criteria was used to select the considered person**

### **Essential qualifications**

English essential

Education:

Graduation with a degree from a recognized post-secondary institution with acceptable specialization in economics, sociology or statistics.

Experience:

Experience in representing a department to other departments, agencies, levels of government or third-party stakeholder organizations.

\*Significant experience in at least three (3) of the following: conducting research, identifying strategic issues, developing policy advice and providing recommendations to senior management (Director-General level or above) on complex issues.

\*Significant experience in carrying out research projects and analyses or developing government strategies, policies or programs.

\*Significant experience in drafting comprehensive briefing material (such as reports, briefing notes, presentations, ministerial Cabinet documents) for senior officials (Director-General level or above).

NOTE:

\* Significant experience is defined as experience in which the depth and scope correspond to the full-time execution of functions for a period of at least two (2) years.



**Knowledge:**

Knowledge of social science and policy research analysis methodologies, techniques, theories and practices related to national security, protective policing, criminal intelligence and/or critical infrastructure issues.

Knowledge of the RCMP (may include, but not limited to, strategic priorities, policies, partners and key challenges affecting the RCMP) in order to provide advice on the development of strategic policy options.

Knowledge of federal systems of governance, the machinery of government and decision-making frameworks, including policy development and Cabinet decision making.

**Abilities:**

Ability to think conceptually and to apply theoretical knowledge to applied research related to national security, protective policing, criminal intelligence and/or critical infrastructure issues.

Ability to synthesize complex information and formulate recommendations.

Ability to communicate effectively orally.

Ability to communicate effectively in writing.

**Personal Suitability:**

Effective Interpersonal Skills

Initiative

Judgement

## **Other qualifications**

**Asset Qualifications:****Education:**

Master's degree from a recognized university.

**Experience:**

Operational experience in analyzing, investigating or responding to financial crime,

serious and organized crime, cybercrime or cyber incidents or employing digital investigative tools.

## **Contact information**

**You must communicate with the contact person prior to the end date of the waiting period 2018-02-16.**

**Sean McGillis**

[Sean.McGillis@rcmp-grc.gc.ca](mailto:Sean.McGillis@rcmp-grc.gc.ca)

**Date modified:**

2017-10-12

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# Système de ressourcement de la fonction publique

## Sortie

**Créer la NCR (Notification de  
candidature retenue)  
Renseignements  
essentiels**

Renseignements du  
poste

Lieu de travail

Classification

Renseignements sur le  
candidat

Dates

Type de nomination

Zone de sélection

Énoncé des critères de  
mérite

Personnes-ressources

**Gérer la NCR  
(Notification de  
candidature retenue)**

notification

Note au dossier

Gérer les déléguaires

Afficher la notification

Gérer le processus de  
sélection

## Notification de candidature retenue

### **Processus non annoncé**

Conseiller stratégique (EC-07)  
17-RCM-INA-N-N-OTT-FP-71276  
Gendarmerie royale du Canada - Police  
fédérale  
Ottawa (Ontario)

**Nom de la personne retenue :** Sharolyn  
Higgs

Nomination constituant une promotion

**Durée :** Indéterminée

**Date de la notification :** 2018-02-12

**Date de clôture de la période  
d'attente :** 2018-02-16

**Vous pouvez demander  
la tenue d'une discussion  
informelle, si vous êtes  
dans la zone de sélection  
suivante**

Personnes employées au sein de la  
Gendarmerie royale du Canada qui occupent  
un poste dans la région de la Capitale  
nationale.

## **Les critères ci-dessous ont été utilisés afin de sélectionner la personne retenue**

### **Qualifications essentielles**

Anglais essentiel

Études :

Un grade d'un établissement d'enseignement postsecondaire reconnu avec spécialisation acceptable en économie, en sociologie ou en statistique.

Expérience :

Expérience de la représentation d'un ministère auprès d'autres ministères, organismes ou ordres de gouvernement ou d'autres organismes tiers d'intervenants.

Expérience appréciable\* dans au moins trois (3) des domaines suivants : réalisation de recherches; définition d'enjeux stratégiques; formulation de conseils stratégiques; présentation de recommandations à la haute direction (niveau du directeur général ou niveaux supérieurs) sur des questions complexes.

Expérience appréciable\* de la réalisation de projets de recherche et d'analyses, ou de l'élaboration de stratégies, de politiques ou de programmes gouvernementaux.

Expérience appréciable\* de la rédaction de documents d'information exhaustifs (rapports, notes d'information, présentations, documents ministériels à l'intention du Cabinet) pour des cadres supérieurs (niveau du directeur général ou niveaux supérieurs).

NOTA :

\*On entend par « expérience appréciable »

une expérience dont l'étendue et la richesse correspondent à l'exécution à temps plein des fonctions décrites pendant une période d'au moins deux (2) ans.

Connaissances :

Connaissance des méthodologies, des techniques, des théories et des pratiques de recherche en politiques et en sciences sociales pour ce qui est de la sécurité nationale, de la police de protection, du renseignement criminel et/ou des enjeux liés aux infrastructures essentielles.

Connaissance de la GRC (ce qui peut comprendre, sans toutefois s'y limiter, les priorités stratégiques, les politiques, les partenaires et les grands défis touchant la GRC) afin de fournir des conseils sur l'élaboration d'options stratégiques en matière de politiques stratégiques.

Connaissance du système fédéral de gouvernance, des rouages du gouvernement et des cadres décisionnels, y compris l'élaboration de politiques et le processus décisionnel du Cabinet.

Capacités :

Capacité de réfléchir de façon conceptuelle et d'appliquer des connaissances théoriques à des recherches appliquées concernant la sécurité nationale, la police de protection, le renseignement criminel et/ou les enjeux liés aux infrastructures essentielles.

Capacité de résumer des renseignements complexes et de formuler des recommandations.

Capacité de communiquer efficacement de vive voix.

Capacité de communiquer efficacement par écrit.

Qualités personnelles :

Entregent

Esprit d'initiative

Jugement

## **Autres qualifications**

Qualifications constituant un atout :

Études :

Diplôme de maîtrise décerné par une université reconnue

Expérience :

Expérience opérationnelle de l'analyse de crimes financiers, de crimes graves, du crime organisé, de la cybercriminalité ou de cyberincidents, ainsi que de la réalisation d'enquêtes et d'interventions à cet égard, ou de l'utilisation d'outils d'enquête numériques.

## **Personnes-ressources**

**Vous devez communiquer avec la personne-ressource avant la date de clôture de la période d'attente 2018-02-16.**

**Sean McGillis**

[Sean.McGillis@rcmp-grc.gc.ca](mailto:Sean.McGillis@rcmp-grc.gc.ca)

**Date de modification :**

2017-10-12

**Pages 39 to / à 42  
are duplicates  
sont des duplicatas**

## Gena Arena-Thorne - Recommended page from GC Jobs

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**From:** Gena Arena-Thorne  
**To:** McGillis, Sean  
**Subject:** Recommended page from GC Jobs

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The following page may be of interest to you: Strategic Advisor

<https://emploisfp-psjobs.cfp-psc.gc.ca/psrs-srfp/applicant/page1800?poster=1132192&toggleLanguage=en&from=email>

The NAPA for S. Higss has been posted, you may want to advise her.



March 4<sup>th</sup>, 2018

Note to file for selection process 17-RCM-INA-N-N-OTT-FP-71276

Non-advertised indeterminate appointment for Sharolyn Higgs, in position number 53210, effective February 21, 2018.

SEC approval is not required, this position is a non-EX appointment.

Two Strategic Advisor (EC-07) positions were recently created as direct reports to Deputy Commissioner Gilles Michaud in Federal Policing. The other position (53211) is identical except for the category, it is a CM position. The CM staffing action for Adriana Poloz will be completed shortly.

A priority reference number was obtained on February 5<sup>th</sup>, 2018. The NOC was posted on February 13 and expired on the February 20. The NAPA was posted on February 21<sup>st</sup> and is due to expire on March 8th. Sean McGillis advised me that there may be complaints, however they are willing to proceed with the appointment.

Mrs. Higgs was assessed against the essential qualifications, she meets the language and security requirements of the position.



Prepared by Gena Arena-Thorne



<b>Position No.</b> #53210, 53211	<b>Position Title</b> Senior Policy Strategist	<b>Position Classification</b> EC-07 (p)	<b>Job Code</b> NOCC	<b>Effective Date</b> 2017-01-02
<b>New</b>				
<b>Division</b> NHQ	<b>Branch - Service</b> Federal Policing	<b>Geographic Location</b> Ottawa, ON		
<b>Name of Supervisor</b>	<b>Supervisor's Position No.</b>	<b>Supervisor's Position Title</b>	<b>Supervisor's Position Classification</b>	
Gilles Michaud	17810	D/Commr, Federal Policing	Deputy Commissioner, RX-15	

## CLIENT SERVICE RESULTS - RÉSULTATS AXÉS SUR LE SERVICE À LA CLIENTÈLE

Plans, directs, coordinates and supports cross-sectoral socio-economic research and analysis and law enforcement policies and strategies relevant to Federal Policing to address serious and organized crime and national security threats; recommends options and strategies to manage complex policy issues and provides expert advice and information to the Deputy Commissioner and RCMP management on policy issues and resource requirements, and their implications for law enforcement.

### Key Activities

Plans, directs, coordinates and supports policy analysis of the broader law enforcement environment to keep abreast of public policy and program proposals and directions, identifies and assesses the potential impacts on RCMP operations and policies, and develops recommendations on the best approach in response.

Initiates, facilitates and supports the coordination of key strategic policy issues relevant to the Federal Policing program and across the RCMP, establishes horizontal linkages between various elements and RCMP programs and emerging trends and develops reports and recommendations.

Oversees the preparation of products such as research reports, policy discussion papers, briefing notes, business case; prepares presentations; and presents findings in support of decision making to the Deputy Commissioner, the FP Senior Management Team and the RCMP Senior Executive Committee as appropriate.

Develops and maintains a network of contacts with internal and external stakeholders to facilitate the exchange of information, keep abreast of issues, integrate information and assess the significance and implications of policy positions, strategies and proposals.

Identifies research and policy directions and linkages amongst key stakeholders and police comparators in order to provide a broader level of advice and recommendations, and incorporate this information into research and policy discussions and proposals. Anticipates, responds and develops strategies and policy proposals which integrates and reflects the various views of partner organizations and recommends RCMP positions.

Attends various internal and interdepartmental meetings and working-level forums. Represents and effectively articulates the interests and the issues of concern to the Federal Policing and the RCMP; synthesizes positions brought forward by other parties and provides concise briefings regarding key messages/outcomes to FP and RCMP senior management.

Effectively communicates through regular briefings and status updates to the Deputy Commissioner and the FP Senior Management Team regarding ongoing key files, and through presentations to various internal and external clients and stakeholders.

Manages a professional multi-disciplinary project teams engaged in developing, strengthening and/or implementing cross- sectoral socio-economic research and analysis and law enforcement policies and/or strategies relevant to Federal Policing.

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## **RESPONSIBILITIES**

### **Decision Making**

The incumbent must stay abreast of emerging issues; gather intelligence, through research, both web-based and informally; and oversee the development of background analysis by providing assessment of information on content, coverage, funding and probable responses of other departments and relevant partners/stakeholders to existing policies or policies under development. The position ensures high quality briefing material for the Deputy Commissioner and RCMP senior executives and is responsible for examining policy options/proposals, formulating recommendations and providing advice regarding structure, content and approach; integrating concepts and analyzing the short, medium and long term impacts of economic, social, political, ethical, statistical and legislative factors on policy and regulatory proposals.

The position assesses broad government direction concerning law enforcement, policing and security issues as well as the policy positions advocated by stakeholders, including other federal departments and senior government officials from central agencies, such as the Privy Council Office, Public Safety, and Treasury Board. The position formulates policy recommendations and advice on options, including changes in the regulatory environment, policies and legislation, or the development or amendment of policy or program initiatives to reflect changes in enforcement, policing and security trends and technologies for consideration by colleagues and senior positions, and ultimately by the Commissioner and the Minister, as well as other government organizations. There is a need to advise other federal officials in areas of expertise and to contribute to the development strategic advice and recommendations to enhance organization-wide decision making.

### **Leadership and Operational Management**

The position lead project teams, working/reference groups and working level discussions of a multi-disciplinary nature to reconcile different viewpoints, to integrate and advance a broad range of strategies and plans, and to recommend options to RCMP Senior Executive and Senior Management team. This involves determining resources requirements for special projects or ad hoc project teams, establishing objectives and priorities, developing work plans, and assigning and evaluating work. The position plans, directs, coordinates and supports project teams/working groups on a regular on-going basis. The position determines project scope, priorities, objectives, milestones, schedules, analytical methods and resource requirements. The position coordinates and reviews the work of project teams, monitors progress, assesses performance, and provides guidance and motivation to team members. The position ensures that sensitive materials related to law enforcement and policing is handled appropriately. The position ensures continuing situational awareness on key on-going files under his/her responsibility.

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## **SKILLS**

### **Communication**

Listening skills are required to understand, analyze and interpret the intent and implications of client/stakeholder policy positions and trends which are not always clear, and to analyze policy, program, agreements and strategy documents to ascertain intent and implications. Skills are required to identify and understand the confidential, sensitive and/or political nature of information and adapt terminology to non-traditional audiences with limited or new understanding of the policy development process within the federal government. Active listening skills are required to facilitate dialogue and discussion with staff, internal and external partners and stakeholders. The position is required to provide briefings and advice, discuss and promote the acceptance of policies and strategies, coordinate policy development requirements and lead the work of project teams.

Skills are also required to establish and build client/stakeholder networks and foster collaborative working relationships with clients/stakeholders, both within and outside the RCMP. Skills are required to ensure concepts and ideas are imparted strategically to stakeholders without divulging sensitive or confidential information, or where applicable, political positions. Writing skills are required to prepare ministerial correspondence, reports, papers, briefing notes, agreements, Memoranda to Cabinet and proposals for legislative/regulatory amendments.

The position will be required to attend various internal and interdepartmental meetings and working-level forums and will be expected to effectively articulate the interests and the issues of concern to the Federal Policing program and the RCMP during these meetings; synthesize positions brought forward by other parties and provide concise briefings regarding key messages and outcomes to FP senior management.

Effective communication skills are required to relay the necessary information, to provide direction, guidance and constructive feedback to staff. Strong oral and written communication skills are needed to review and/or facilitate regular written briefings, and for oral presentations, to colleagues and senior executives regarding on-going files and emerging issues.

The position requires an ability to synthesize information from a broad range of sources and develop a coherent and concise outline of potential impacts on the RCMP and articulate the level of significance.

### **Knowledge of Specialized Fields**

The work requires a thorough in-depth knowledge of policy analysis and development concepts and/or research techniques and practices to monitor emerging trends and issues; to oversee horizontal policy analysis, public policy reviews; to oversee market/sector and comparative analysis; to assess the significance and impact of various policy strategies; and to integrate government, ministerial and RCMP priorities within the public policy environment in the formulation of recommendations for the management of files or issues, and the modification/development of policy/programs.

The position requires a strong ability to make broad linkages, develop policy options and formulate and propose recommendations to senior management on a wide range of high-level law enforcement issues that could include, but are not limited to, border enforcement, national security, serious and organized crime, and financial crime, as well as government priorities related to crime and safety. The work requires the application of a variety of research methodologies, including interpreting, predicting and explaining latest approaches, practices and trends within the police operating environment, with due consideration to police comparators (FBI, AFP) and current threat landscape.

### **Contextual Knowledge**

The work requires knowledge of the Federal Policing programs and services, and its linkages to other programs and the policing environment, including a thorough knowledge of the mission, mandate, organization and functioning of the RCMP; of other federal departments and agencies involved in law enforcement, policing and/or security related issues; of the role and function of central agencies; of provinces and territories; and of relevant international organizations, including knowledge of relevant legislation and regulation, policies and programs. The position will be required to formulate linkages from these items to policy proposals and recommendations brought forward by other federal departments and agencies.

Solid knowledge of key stakeholders in order to assess policy and program context; to analyze proposals; to assess linkages and interrelationships; and to provide advice to senior management. Knowledge of the academic community; of recent trends and directions in research in order to identify and understand emerging trends and issues in the law enforcement, policing and security sectors; and of factors likely to affect the development of public policies in the future; to conduct analysis; to review and interpret data; and to evaluate research findings.

The position will be required to draw upon their contextual knowledge in their research and development of policy proposals for senior management consideration. The position will be required to utilize this contextual knowledge as they provide a challenge function on policy proposals brought forward through internal and/or external policy processes and in their development of options/recommendations for senior management consideration.

### **Research and Analysis**

The position requires a solid knowledge of the existing law enforcement, policing and security related policy, policing operation environment and legislative frameworks in place at in Canada and abroad; a solid knowledge of already established research and/or analysis principles and techniques to conduct analytical activities, and the ability to carry out economic and socio-economic research, horizontal policy searches and impact and comparative

analysis. The position will be required to draw upon RCMP's existing knowledge base to recommend research approaches; to propose changes to existing or proposed policies; to identify knowledge gaps, linkages, interrelationships and trends in policy development and/or research/program initiatives; and to formulate options and provide recommendations to project teams and senior positions.

The position requires a solid sector-based subject matter knowledge to evaluate programs and policy proposals; to assess the relative quality of data being evaluated, their comparability over time and their relevancy from a policy or program perspective. The position will be required to draw upon this sector-based subject matter knowledge to formulate policy proposals, options and recommendations for senior management. The position will be required to conduct analysis of the broader law enforcement environment and to keep abreast of Federal Policing policy and program proposals and directions in an effort to identify and assess the potential impacts on RCMP operations and policies. The position will utilize this information to develop recommendations and options on the best approach in response.

The position will prepare products such as research reports, policy discussion papers, briefing notes, and ministerial correspondence and will lead and contribute to the development business case or case for change. The position will be required to prepare presentations and present findings to the Federal Policing Senior Management Team in support of decision making. The position requires the ability to develop and introduce new concepts to the RCMP and requires the ability to search outside the RCMP's existing knowledge base to identify new sources of information and data - utilizing on-line and literature reviews and through interactions with content experts - to provide additional context and possible alternative approaches when necessary.

### Physical Effort

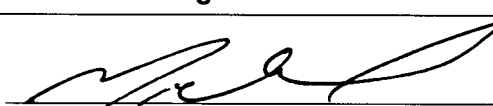
The work is performed in an office environment. There is little physical activity required on a daily basis.

### Sensory Effort

The work requires regular visual sensory attention when reviewing documents and reports for presentation to senior management, where errors and irregularities must be identified and corrected prior to presentation. Sustained visual attention is also required when reviewing complex and elaborate information strings to understand their meaning and intent.

### Working Conditions

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Manager's Approval - Autorisation du gestionnaire	
Position's Name - Nom du gestionnaire	Signature  JUL 31 2017
Gilles Michaud, D/Commr, Federal Policing	
Please Print - Écrire en caractères d'imprimerie SVP	Signature _____ Date _____



Position No.	Position Title	Position Classification	Job Code	NOCC	Effective Date
New	Strategic Advisor	EC-07 (p)			2017-01-02
Division	Branch - Service	Geographic Location			
NHQ	Federal Policing	Ottawa, ON			
Name of Supervisor	Supervisor's Position No.	Supervisor's Position Title	Supervisor's Position Classification		
Gilles Michaud	17810	D/Commr, Federal Policing	Deputy Commissioner, RX-15		

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## RESPONSIBILITIES

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Manager's Approval - Autorisation du gestionnaire	
Position's Name - Nom du gestionnaire	 JUL 31 2017 Signature _____ Date _____
Please Print - Écrire en caractères d'imprimerie SVP	

Director General/Directeur générale  
Strategic Policy and Government Affairs / Politiques stratégiques et affaires gouvernementales  
Royal Canadian Mounted Police / Gendarmerie royale du Canada  
>>> Karene Saad 2016/11/23 9:54 AM >>>  
fysa

>>> Karene Saad 2016/11/23 9:54 AM >>>  
Good morning Management Team,

The following is an update regarding the Federal Mandate Project.

- DCFP and DCSPS have asked Nick Robinson (SPPD) to lead and provide oversight of the project.
- Nick will be building his team and has requested names of skilled ESS/EC7s (or other qualified candidates).
- The successful candidate will be the day to day team leader.
- This individual should have strong analytical skills; be an excellent communicator; should have knowledge of both FP and SPS as well as the federal and contract mandates.

Please submit your names to me no later than 5pm Thursday Nov 24.

Thank you,  
Karene

**Page 54**  
**is not relevant**  
**est non pertinente**

**FP\_ATIP - Fwd: Re: EC-07 WDs for DCFP Office**

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**From:** Ryan James  
**To:** Wilansky, Anika  
**Date:** 2017/04/21 4:33 PM  
**Subject:** Fwd: Re: EC-07 WDs for DCFP Office  
**CC:** Burton, Stephanie  
**Attachments:** Re: EC-07 WDs for DCFP Office; 48217 WD.pdf

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Here's another chance to practice some Org & Class stuff.

As per Colleen's message, please create the 1756s for the creation of two (2) EC-07s within the Deputy Commissioner's office. We are going to be cloning the attached work description. Hopefully you can dig up a .doc version of the attached work description as we will need to clear out the "tombstone" data and have the Deputy Commissioner sign it with the new data.

I've already added the two new positions to the org chart, but you can update their status there as you complete items. Everything will need to be signed off by the DCFP (but go through Colleen/DG McGillis' office). Once the packages have been done, they would likely be going to Ivana for her action.

Thanks,  
Ryan

**FP\_ATIP - Re: EC-07 WDs for DCFP Office**

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**From:** Colleen Ryan  
**To:** Ryan James  
**Date:** 2017/04/19 3:13 PM  
**Subject:** Re: EC-07 WDs for DCFP Office  
**CC:** Maureen E Doherty; Sean McGillis

---

Thanks Ryan. Let's proceed with the paperwork to have Ivana create the two boxes using the 48217 WD. Its actually a good fit.

Thanks  
Colleen

>>> Ryan James 2017/04/19 2:44 PM >>>  
Hi Colleen,

As requested, here are the most recent work descriptions we have for those two EC/ESS-07 positions you requested.

1st attachment - Bryan's position (37371)  
2nd attachment - Melissa's position (48217).

I have also attached a proposed org chart that captures the addition of two EC-07s to the Deputy's office.

Thanks,  
Ryan

**FP\_ATIP - Fwd: Re: EC-07**

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**From:** Shelly Borenstein  
**To:** James, Ryan  
**Date:** 2017/08/01 11:37 AM  
**Subject:** Fwd: Re: EC-07  
**CC:** Burton, Stephanie  
**Attachments:** Re: EC-07

---

Salut!

see attached....

**FP\_ATIP - Re: EC-07**

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**From:** Maureen E Doherty  
**To:** Borenstein, Shelly  
**Date:** 2017/08/01 11:16 AM  
**Subject:** Re: EC-07  
**Attachments:** WorkDescription\_EC-07\_StrategicAdvisor.pdf

---

Here's a pdf - does that work?

>>> Shelly Borenstein 2017/08/01 10:08 AM >>>  
Good Morning!

I think you mentioned Ivana sent you the Work Description for the EC-07's. Would you mind forwarding it?

I want to get the rest of the paperwork completed for staffing.

Thank you and have a great day!!  
Shelly

**FP\_ATIP - Re: Fwd: New positions - EC-07 Senior Policy Strategist - 53210, 53211**

---

**From:** Stephanie Burton  
**To:** Borenstein, Shelly  
**Date:** 2017/08/29 3:53 PM  
**Subject:** Re: Fwd: New positions - EC-07 Senior Policy Strategist - 53210, 53211

---

Hi Shelly,

As discussed, in below email, Sean asks Nick if he will be completing the SOMC and assessments.

Steph

>>> Stephanie Burton 2017/08/04 10:59 AM >>>

Hello,

I already sent a message to Josee to confirm the language and security levels.

Steph

>>> Colleen Ryan 2017/08/04 10:36 AM >>>

Hi there,

I believe these are the two positions reporting to the Deputy in the new chart. I know Tracy is away, but if someone can get the paperwork started to confirm the language and security associated with the positions, that would be great. There are no direct reports so hopefully no push back on the language. Any questions, please let me know.

Thanks!

Colleen

>>> Sean McGillis 8/4/2017 10:26 AM >>>

Colleen,

EC-07 positions to support the Fed mandate project have been created. Can your team assist with getting the language and security profiles. If I'm not mistaken we will need english essential and Top Secret for both.

Nick, please let me know if that is correct and that you are still good to do the SOMC and assessments.

Sean

>>> Ivana Molnar 2017/08/03 9:39 AM >>>

Sir,

As per your request, the following positions have been created as below:

New Position Title:	Senior Policy Strategist
Position Number:	53210, 53211



**FP\_ATIP - Re: EC-07 DCFP**

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**From:** Lisa Abou-Moussa  
**To:** Burton, Stephanie  
**Date:** 2017/11/17 8:39 AM  
**Subject:** Re: EC-07 DCFP

---

Good morning Stephanie,

As FP belongs to Gena, I'll let her determine whether it's sufficient or not on Monday. She'll be the one to deal with in regards to these non-ads.

Lisa

>>> Stephanie Burton 2017/11/16 7:23 PM >>>  
Hi Lisa,

Can you confirm if the assessment against SOMC is sufficient in the format provided?

Thanks,  
Stephanie

>>> Shelly Borenstein 2017/11/16 5:28 PM >>>  
Hi Steph,

Colleen may have spoken to you about the 2 EC-07 priorities in the Deputy's office. I am cc'ing Lisa from E/ODR who is aware of the request. You can liaise with her today.

The Deputy is expecting these non-ads to be done asap.

Attached are the 2793's that need to get signed by the Deputy. (Sean may be acting for deputy)

Sharolyn is a PS but Adrianna is a CM. Please confirm that Ivana has created a CM version. I'm not sure if the language or security profiles were ever completed. Language should be EE.

I am hoping we can submit the request for priority clearance for Sherilynn tomorrow (Friday). Don't believe we need one for Adrianna who is a CM.

Attached are the:

- 2793s for non-ad (we still required 2793 for acting prior to non-ad )
- SOMC
- Assessment Against SOMC for both
- Articulation of Decision (in progress)

We will also require acting documents for the months prior to appointment at the EC-07 level.

Lisa - please let us know if there is any other documents we require.

Thank you !  
Shelly

**FP\_ATIP - Non-Ad CM for DCFP -Adrianna POLOZ**

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**From:** Shelly Borenstein  
**To:** Arena-Thorne, Gena  
**Date:** 2017/11/24 2:03 PM  
**Subject:** Non-Ad CM for DCFP -Adrianna POLOZ  
**CC:** Bailie, Kim; Burton, Stephanie; FP\_HR\_Support  
**Attachments:** 2793 Non-Ad PN53211 POLOZ.pdf; Assessment Against SOMC POLOZ.pdf; SOMC-EC-07 Strategic Advisor PN53211.docx

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Good afternoon Gena,

As you are aware and as discussed with Kim Bailie, please find attached the forms to proceed with the non-ad appointment of CM Adrianna Poloz to position 53211 Strategic Advisor (reporting directly to the Deputy Commissioner Federal Policing).

A shadow CM position will need to be created for the CM.

Please let us know asap the other documents required. (Not sure if you've received the CV, Degree yet)

We will have the Deputy sign the Articulation of Decision. Will you accept a written email/A5?

Thank you in advance.

Shelly

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**Shelly Borenstein**

Manager, National Program Support | Gestionnaire Programme National de soutien

Resource Management | Gestion des ressources

Federal Policing / Police fédérale

Royal Canadian Mounted Police | Gendarmerie royale du Canada

73 Leikin Drive, Mailstop # 149 |

73 prom. Leikin, Arrêt postal #149

Ottawa, ON K1A 0R2

613-843-6328

[Shelly.Borenstein@rcmp-grc.gc.ca](mailto:Shelly.Borenstein@rcmp-grc.gc.ca)

**Assessment****PROTECTED A  
Once completed****Employee and Position Information**

Name of employee Adriana Poloz	HRMIS 000065829	Position Number 53211
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Last Appointment/Deployment to Position (Verified with PS Human Resources Advisor)			
Group	Level	Effective Date	Method of appointment

**Assessment of Employee**

Using the comment field below, demonstrate through concrete examples how the employee meets the statement of merit criteria.  
(Include Language Requirements, Education, Experience, Knowledge, Abilities, Skills and Personal Suitability).  
If you prefer using an existing document, you may use the attachment button.

☒ Attachment included

I have assessed the qualifications of Adriana Poloz, as stated above against the merit criteria, and I attest to the fact that the employee meets all qualifications and conditions of employment of the position (including security requirements). I declare that I am not related to this person, and that the nature of my association, if any, with this person is such that it does not influence my decision.

The employee meets the language requirements

☐ Yes☐ NoPublic Service Official Languages Exclusion Approval Order (PSOLEAO)  
Type of exemption

Name of the Hiring Manager

D/Commr. Gilles Michaud

Position Title

Deputy Commissioner Federal Policing

Telephone No.

613-843-4627

Signature

Date

2017-11-23

**Pages 63 to / à 71  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**19(1)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**

## Statement of Merit Criteria and Conditions of Employment / Énoncé des critères de mérite et des conditions d'emploi

Position Title / Titre du poste :	Strategic Advisor
Position Number / Numéro du poste :	53211
Classification :	EC-07
Sub-Organization / Sous-organisation :	Federal Policing / Police fédérale
Federal Organization / Organisation fédérale :	Royal Canadian Mounted Police / Gendarmerie royale du Canada
Location / Endroit :	Ottawa, Ontario / Ottawa (Ontario)

Essential Qualifications	Qualifications essentielles
Education	Études
Graduation with a degree from a recognized post-secondary institution with acceptable specialization in economics, sociology or statistics.	Grade d'un établissement postsecondaire acceptable avec spécialisation acceptable en économie, en sociologie ou en statistique.
Experience	Expérience
Experience in representing a department to other departments, agencies, levels of government or third-party stakeholder organizations.	Expérience de la représentation d'un ministère auprès d'autres ministères, organismes ou ordres de gouvernement ou d'autres organismes tiers d'intervenants.
*Significant experience in at least three (3) of the following: conducting research, identifying strategic issues, developing policy advice and providing recommendations to senior management (Director-General level or above) on complex issues.	Expérience appréciable* dans au moins trois (3) des domaines suivants : réalisation de recherches; définition d'enjeux stratégiques; formulation de conseils stratégiques; présentation de recommandations à la haute direction (niveau du directeur général ou niveaux supérieurs) sur des questions complexes.
*Significant experience in carrying out research projects and analyses or developing government strategies, policies or programs.	Expérience appréciable* de la réalisation de projets de recherche et d'analyses, ou de l'élaboration de stratégies, de politiques ou de programmes gouvernementaux.
*Significant experience in drafting comprehensive briefing material (such as reports, briefing notes, presentations, ministerial Cabinet documents) for senior	Expérience appréciable* de la rédaction de documents d'information exhaustifs (rapports, notes d'information, présentations, documents ministériels à l'intention du Cabinet) pour des

officials (Director-General level or above).	cadres supérieurs (niveau du directeur général ou niveaux supérieurs).
NOTE:  * <i>Significant experience is defined as experience in which the depth and scope correspond to the full-time execution of functions for a period of at least two (2) years.</i>	NOTA :  * <i>On entend par « expérience appréciable » une expérience dont l'étendue et la richesse correspondent à l'exécution à temps plein des fonctions décrites pendant une période d'au moins deux (2) ans.</i>
<b>Knowledge</b>	<b>Connaissances</b>
Knowledge of social science and policy research analysis methodologies, techniques, theories and practices related to national security, protective policing, criminal intelligence and/or critical infrastructure issues.	Connaissance des méthodologies, des techniques, des théories et des pratiques de recherche en politiques et en sciences sociales pour ce qui est de la sécurité nationale, de la police de protection, du renseignement criminel et/ou des enjeux liés aux infrastructures essentielles.
Knowledge of the RCMP (may include, but not limited to, strategic priorities, policies, partners and key challenges affecting the RCMP) in order to provide advice on the development of strategic policy options.	Connaissance de la GRC (ce qui peut comprendre, sans toutefois s'y limiter, les priorités stratégiques, les politiques, les partenaires et les grands défis touchant la GRC) afin de fournir des conseils sur l'élaboration d'options stratégiques en matière de politiques stratégiques.
Knowledge of federal systems of governance, the machinery of government and decision-making frameworks, including policy development and Cabinet decision making.	Connaissance du système fédéral de gouvernance, des rouages du gouvernement et des cadres décisionnels, y compris l'élaboration de politiques et le processus décisionnel du Cabinet.
<b>Abilities</b>	
Ability to think conceptually and to apply theoretical knowledge to applied research related to national security, protective policing, criminal intelligence and/or critical infrastructure issues.	Capacité de réfléchir de façon conceptuelle et d'appliquer des connaissances théoriques à des recherches appliquées concernant la sécurité nationale, la police de protection, le renseignement criminel et/ou les enjeux liés aux infrastructures essentielles.
Ability to synthesize complex information and formulate recommendations.	Capacité de résumer des renseignements complexes et de formuler des recommandations.
Ability to communicate effectively orally.	Capacité de communiquer efficacement de vive

	voix.
Ability to communicate effectively in writing.	Capacité de communiquer efficacement par écrit.
<b>Personal Suitability</b>	
Effective Interpersonal Skills	Entregent
Initiative	Esprit d'initiative
Judgement	Jugement
<b>Official Language Proficiency</b>	<b>Exigences linguistiques</b>
English essential	Anglais essentielle
<b>Asset Qualifications</b>	<b>Qualifications constituant un atout</b>
Master's degree from a recognized university	Diplôme de maîtrise décerné par une université reconnue
Operational experience in analyzing, investigating or responding to financial crime, serious and organized crime, cybercrime or cyber incidents or employing digital investigative tools.	Expérience opérationnelle de l'analyse de crimes financiers, de crimes graves, du crime organisé, de la cybercriminalité ou de cyberincidents, ainsi que de la réalisation d'enquêtes et d'interventions à cet égard, ou de l'utilisation d'outils d'enquête numériques.
<b>Operational Requirements</b>	<b>Exigences opérationnelles</b>
Willingness to work overtime	Consentir à faire des heures supplémentaires.
Willing and able to travel as necessary	Consentir à voyager au besoin, et être en mesure de le faire.
<b>Organizational Needs</b>	<b>Besoins organisationnels</b>
N/A	S. O.
<b>Conditions of Employment</b>	<b>Conditions d'emploi</b>
Security Clearance: Top Secret.	Fiabilité et sécurité : Cote de sécurité de niveau Très Secret.

**FP\_ATIP - Non-Ad for DCFP - Sharolyn HIGGS**

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**From:** Shelly Borenstein  
**To:** Arena-Thorne, Gena  
**Date:** 2017/11/24 2:49 PM  
**Subject:** Non-Ad for DCFP - Sharolyn HIGGS  
**CC:** Bailie, Kim; Burton, Stephanie; FP\_HR\_Support  
**Attachments:** 2793 Non-Ad EC-07 HIGGS.pdf; Assessment Against SOMC HIGGS.pdf

---

Good afternoon Gena,

As you aware and as per discussions with Kim, please find attached a 2793 and Assessment against SOMC to appoint Sharolyn Higgs against position 53210 Strategic Advisor for the Deputy Commissioner Federal Policing.

Thank you in advance!

Shelly

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**Shelly Borenstein**

Manager, National Program Support | Gestionnaire Programme National de soutien  
Resource Management | Gestion des ressources  
Federal Policing / Police fédérale  
Royal Canadian Mounted Police | Gendarmerie royale du Canada  
73 Leikin Drive, Mailstop # 149 |  
73 prom. Leikin, Arrêt postal #149  
Ottawa, ON K1A 0R2  
613-843-6328  
[Shelly.Borenstein@rcmp-grc.gc.ca](mailto:Shelly.Borenstein@rcmp-grc.gc.ca)



**Assessment****PROTECTED A  
Once completed****Employee and Position Information**

Name of employee <b>Sharolyn Higgs</b>	HRMIS <b>000095278</b>	Position Number <b>53210</b>
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**Last Appointment/Deployment to Position** (Verified with PS Human Resources Advisor)

Group	Level	Effective Date	Method of appointment
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**Assessment of Employee**

Using the comment field below, demonstrate through concrete examples how the employee meets the statement of merit criteria.  
(Include Language Requirements, Education, Experience, Knowledge, Abilities, Skills and Personal Suitability).

If you prefer using an existing document, you may use the attachment button.

☒ Attachment included

I have assessed the qualifications of Sharolyn Higgs, as stated above against the merit criteria, and I attest to the fact that the employee meets all qualifications and conditions of employment of the position (including security requirements). I declare that I am not related to this person, and that the nature of my association, if any, with this person is such that it does not influence my decision.

The employee meets the language requirements

☐ Yes☐ NoPublic Service Official Languages Exclusion Approval Order (PSOLEAO)  
Type of exemption

Name of the Hiring Manager

**D/Commr. Gilles Michaud**

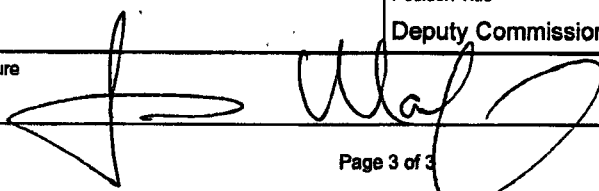
Position Title

**Deputy Commissioner Federal Policing**

Telephone No.

**613-843-4627**

Signature



Date

**2017-11-23**

**Pages 77 to / à 85  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**19(1)**

**of the Access to Information Act  
de la Loi sur l'accès à l'information**